



**Executive / Senior Manager II
Assessment Report**

Candidate:
Scott Sampleuser

Date:
01/25/2020

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The following pages represent a report based on the results of a psychological assessment. The profile presented below summarizes key results in each area compared against general population norms (indicated by the descriptors Low, Below Average, Average, Above Average, and High) and with norms for high performers in the type of job for which the candidate is applying (indicated by the shaded areas). The candidate's score is indicated by the diamond symbol: ◆

ALL RESULTS SHOULD REMAIN STRICTLY CONFIDENTIAL

	Low	Below Average	Average	Above Average	High
Agreeableness		◆			
Assertive Leadership					◆
Competitiveness			◆		
Conscientiousness				◆	
Customer Service Orientation				◆	
Emotional Stability				◆	
Extrinsic Motivation		◆			
Extroversion					◆
Goal-Setting					◆
Integrity					◆
Managerial Human Relations					◆
Openness					◆
Optimism				◆	
Social Networking					◆
Task Structuring				◆	
Teamwork			◆		
Visionary Leadership			◆		
Work Drive					◆

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Narrative Responses Provided by This Candidate

In reading through the candidate's responses, you should look for general themes that reflect the person's attitudes, values, and beliefs about work. Insights can help you generate probing interview questions. From another perspective, the way in which candidate responses are constructed demonstrate sophistication of communication skills.

Career Growth	Mr. Sampleuser's Responses
<i>My career goal for five years from now...</i>	Answer not included in public website samples.
<i>To better myself I...</i>	Answer not included in public website samples.
<i>Working with coworkers who do not know as much as I do...</i>	Answer not included in public website samples.
<i>If I feel underutilized in my job...</i>	Answer not included in public website samples.
<i>To get ahead in most companies you have to...</i>	Answer not included in public website samples.
<i>I sometimes felt my career advancement was limited by...</i>	Answer not included in public website samples.
<i>My ideal job would be...</i>	Answer not included in public website samples.

Demotivators	Mr. Sampleuser's Responses
<i>What annoys most workers...</i>	Answer not included in public website samples.
<i>I would quit my job if...</i>	Answer not included in public website samples.
<i>At work I feel tense when...</i>	Answer not included in public website samples.
<i>I don't like to work with people who...</i>	Answer not included in public website samples.
<i>My work performance suffers when...</i>	Answer not included in public website samples.
<i>I would really dislike a supervisor who...</i>	Answer not included in public website samples.

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Job Satisfaction	Mr. Sampleuser's Responses
<i>The kind of assignment I like best is...</i>	Answer not included in public website samples.
<i>I enjoy working with people who...</i>	Answer not included in public website samples.
<i>I would turn down a job if...</i>	Answer not included in public website samples.
<i>The best way to get ahead in an organization...</i>	Answer not included in public website samples.
<i>The most fulfilling job I had...</i>	Answer not included in public website samples.
<i>My greatest satisfaction in a job...</i>	Answer not included in public website samples.
<i>A boss deserves loyalty if...</i>	Answer not included in public website samples.
<i>What I want most from a job is...</i>	Answer not included in public website samples.
<i>The best type of supervisor for me would be someone who...</i>	Answer not included in public website samples.
<i>Working closely with other people...</i>	Answer not included in public website samples.
Leading a Team	Mr. Sampleuser's Responses
<i>The way I get people to work together is...</i>	Answer not included in public website samples.
<i>I get people to participate in team discussions by...</i>	Answer not included in public website samples.
<i>Creating a strong team is not as important as...</i>	Answer not included in public website samples.
<i>Content of my team meeting typically consists of...</i>	Answer not included in public website samples.
<i>Team meetings are best used for...</i>	Answer not included in public website samples.

Executive / Senior Manager II Assessment Report

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Management Style	Mr. Sampleuser's Responses
<i>As a manager, my greatest satisfaction at work...</i>	Answer not included in public website samples.
<i>Effective leadership...</i>	Answer not included in public website samples.
<i>Mentoring employees who report to me...</i>	Answer not included in public website samples.
<i>When I have to make a decision quickly...</i>	Answer not included in public website samples.
<i>Giving performance feedback...</i>	Answer not included in public website samples.
<i>When I have to reprimand or discipline an employee...</i>	Answer not included in public website samples.
<i>Besides supervising other people, a manager should...</i>	Answer not included in public website samples.
<i>The average employee...</i>	Answer not included in public website samples.
<i>An employee who brings personal problems to work...</i>	Answer not included in public website samples.
<i>The key to my success as a manager...</i>	Answer not included in public website samples.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	Answer not included in public website samples.
<i>The best way to motivate people...</i>	Answer not included in public website samples.

Work Drive	Mr. Sampleuser's Responses
<i>Responsibility at work...</i>	Answer not included in public website samples.
<i>Working long hours every week...</i>	Answer not included in public website samples.
<i>It's hard to do good work when...</i>	Answer not included in public website samples.
<i>When my suggestions at work are turned down I...</i>	Answer not included in public website samples.
<i>Having to work on the weekend...</i>	Answer not included in public website samples.
<i>Overnight travel...</i>	Answer not included in public website samples.

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Personality Assessment

Strengths:

- Scott can readily impose his will and influence on other people. He is comfortable with a leadership role where he gives work direction to others and is accountable for their performance.
- Scott is moderately, but not overly, competitive. He may sometimes gauge his success by comparing himself to other salesmen and saleswomen. Scott may work to outdo them in some situations, but this is not his primary concern. He does not have to perform better than his peers to feel successful at his job.
- He is conscientious and dependable in the way he works. Scott will typically follow through on his commitments and do what he says he will do. In addition, Scott is usually orderly and detail-minded in the way he performs job tasks and duties.
- Scott tries to meet customers' needs and requests in a timely, personalized manner. He is fairly focused on keeping them satisfied.
- He is resilient in the face of job stress and strain. Scott can handle most demanding conditions and work pressure without becoming unduly frustrated or frazzled.
- Scott is somewhat more motivated by intrinsic, inter-personal factors than by extrinsic financial rewards in his job. He is likely to respond favorably to opportunities for job challenge, variety, autonomy, and responsibility rather than to promises of higher bonuses and commissions.
- Scott is extroverted, cheerful, outgoing, and personable. He likes to talk and interact with other people. Scott will try to create a good communication climate and network of acquaintances in his organizational sphere of influence.
- Scott has a strong belief in the value of goal-setting to help make his work efforts more productive and to be sure to reach both long and short term goals.
- Scott registers as having a high level of integrity and honesty. He is not likely to behave in ways that others would consider improper, dishonest, or inappropriate, even if it requires going out of his way to do the right thing. Scott will serve as a model for ethical behavior for his subordinates.
- Scott is very considerate and respectful of the needs and concerns of subordinates. They are likely to see him as someone who is in touch with what they are feeling. Scott will look for ways to ensure high levels of employee morale and satisfaction in his work group. He is inclined toward coaching and mentoring employees.
- He is quite open to new ideas and ways of doing things on the job. Scott will embrace opportunities for organizational change and innovation. Scott continually tries to improve his knowledge, skills, and abilities as well as those of his subordinates.
- Scott often emphasizes what is good and promising in current situations as well as future possibilities. He has an upbeat style which he uses to accentuate the positive in his work situations. He will usually keep a positive frame of mind when confronted with job setbacks and obstacles, and he will encourage subordinates to do the same. Others in the organization, including his boss, are likely to appreciate the "can-do" attitude that Scott projects most of the time.

Executive / Senior Manager II Assessment Report

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- Developing a variety of social relationships with people in the community – vendors, customers, government, and other professionals – is something that Scott engages in on a regular basis. He understands the importance of having an extended network of people who can be of benefit to his company.
- As a manager, Scott is likely to be structured and organized. He prefers to create work schedules, set goals, monitor tasks, and give contingent performance feedback to subordinates.
- In his management role, Scott relies on a balance of independent and interdependent work. He will emphasize individual as well as group goals, feedback, and accomplishments.
- Scott has a high work drive and is very committed to meeting the demands of his job. He will work hard and put in long or irregular hours when needed. As a manager, Scott will consistently model a strong work ethic for subordinates.

Executive / Senior Manager II Assessment Report

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Developmental Concerns:

- He can sometimes be difficult to get along with, which could undermine group harmony. If hired, Scott may need specific coaching on the need to be agreeable and pleasant in job-based interactions.
- Scott can sometimes be too pushy or controlling. He may need to moderate his style when making requests of other people or disagreeing with them.
- Scott may, at times, let his needs for social contact get in the way of team productivity such as when meetings involve a lot of general conversation. His high need for social interaction can sometimes lower his own work efficiency.
- As a manager, Scott could place greater emphasis on group unity, interdependence, and a shared sense of purpose among the employees who report to him. He may need to be more actively team-minded.

Executive / Senior Manager II Assessment Report

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INTERVIEW QUESTIONS

After reviewing the assessment results for this candidate, you may want to conduct a structured interview to further explore and clarify some specific concerns. The interview questions listed below reflect areas of concern raised by the assessment results. You should keep asking questions until you have gained confidence in your assessment of the candidate. You can use some or all of these questions when interviewing the candidate. You will probably want to customize these questions to best fit your style and what you already know about the candidate as well as the job for which s/he is being considered. Most of these are behavioral description items which ask the candidate to describe specific behavior on the job. Some additional probes which you might want to use with individual questions are:

- * When did this take place?
- * What factors led up to it?
- * What were the outcomes?
- * What did others in the organization say about this?
- * How often has this type of situation arisen?
- * How would you handle it differently in the future?

AGREEABLENESS

- Tell me about a project that required everybody to get along smoothly and harmoniously . What did you do to help promote harmony and cohesion?
- Sometimes it is good to question or challenge the ideas or decisions of the people you work with, even if it leads to disagreement or an argument. Tell me about a time when you have done so.
- Describe a situation where you took a stand on something that was not necessarily popular with other people, but where you felt it was the correct thing to do?
- Tell me about a situation where you went along with the group (or with individual coworkers) just to keep the peace, preserve harmony, or show support, even though you did not agree with them.
- Conflict seems to be inevitable in most work settings as business competition increases and more demands are made on all employees. Tell me about a conflict or disagreement you had with another employee? [Probes: What was the nature of the problem? What did you do to help resolve it? How often has this occurred?]

ASSERTIVE LEADERSHIP

- Describe the way you establish your authority among the people who report to you.
- Tell me about a situation where you had to be especially forceful in dealing with a problem or difficult situation.
- Describe how you deal with a subordinate who refuses to do things the way you want them done.

EXTROVERSION

- Some employees waste valuable time on their jobs chit-chatting, gossiping, and socializing. Please indicate whether this is ever a problem for you and what steps you take to avoid it becoming a problem.

Executive / Senior Manager II Assessment Report

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- Tell me how much time you would ideally like to spend each day in meetings and discussion groups on the type of job for which you are applying.
- All of us have different styles of interacting and communicating with other people . Describe a situation where your style did not mesh well with that of another employee. [Probe: How did your styles differ? What problems did this lead to? What adjustments did you make?]
- Give me an example of a presentation that you have made where the audience was not particularly interested in the topic. What did you do? What were the results?
- Sometimes it is hard for us to be objective about someone we know or like. Tell me if this has ever been a problem for you and, if so, how you dealt with it.

STRUCTURED VERSUS PARTICIPATIVE MANAGERIAL STYLE

- Describe your approach as a manager of setting goals and objectives for the people who report to you.
- As a manager, tell me about your approach for monitoring the performance and accomplishments of the people who report to you.
- Describe whether you empower the people who report to you to function independently, and if so, how.

TEAMWORK

- Describe some ways that you have helped a group of coworkers achieve an important goal or outcome.
- Tell me about a time when you needed to work collaboratively with another department or group to achieve a common goal.
- It is hard for some people to work independently. Describe how easy or difficult it is for you to work independently or carry out assignments where you don't consult with others.
- Give some examples of ways that too much emphasis on teamwork in a company can lead to lowered effort by individual employees or a loss of individual initiative .

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